



# Strategic Initiatives

## Created By:

Members of the Maplewood PD  
in collaboration with the community



## MOTTO

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*"Good People Doing Great Things"*

## VISION

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To be the model agency in modern day law enforcement through an expectation of excellence, a commitment to community, and a devotion to unparalleled service and innovation.





## Director's Message

This version of the Strategic Plan is more officer-centered than in the past, providing new and veteran officers a more significant say on how our department will spend its time and resources. Seeking a wide range of experience and opinions, we invited anyone interested in helping create the plan to apply, regardless of their time on the job or role in creating past plans.

Of the four planning meetings, some were officer-only, with others including command staff and Multicultural Advisory Committee members.

I'm proud of the Strategic Plan that's been created. It will guide our department over the next several years in the areas of problem-oriented policing, community engagement, operational effectiveness and accountability. It emphasizes partnerships, data-driven solutions, professionalism and transparency. When fully implemented, Maplewood will be a safer community with a higher quality of life, where people feel connected and welcome.

The sworn officers and support staff comprising the Maplewood Police Department is fit to meet the high demands this Strategic Plan establishes. Despite recruitment headwinds in Minnesota and across the nation in the post pandemic and social unrest period, we've worked diligently to adapt our recruiting practices, cutting unnecessary lag time to hire the best candidates in a highly competitive job market.

Maplewood Police Department professionals have gone above and beyond in areas of operations, transparency and community outreach to maintain strong council and community support, which ensures we have the resources to carry out this ambitious Strategic Plan.

We appreciate our partnerships and look forward to continuing to deliver high quality, professional, proactive policing.

**Brian Bierdeman**  
Director of Public Safety





## VALUES

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### COLLABORATION

Encouraging innovation, shared ideas, and goals in partnership with the community.

### RESPECT

Treating the community and each other with compassion and dignity.

### ACCOUNTABILITY

Through transparency and broad communication with our community and one another, we hold ourselves to a standard of excellence.

### INTEGRITY

Uncompromised conduct and unquestionable honesty, honor, and ethics.

### COURAGE

Moral strength to persevere and withstand danger in the face of uncertainty.

#### Command Staff



**Dan Busack**  
Deputy Police Chief



**Michael Dugas**  
Lieutenant



**Michael Hoemke**  
Lieutenant



**Joe Steiner**  
Lieutenant





## ORGANIZATIONAL PRIORITIES

### Problem-Oriented Policing

To prevent, reduce and control crime for the betterment of the Maplewood community.

### Employee Wellness

Improving the physical, mental and emotional well-being for resiliency and career longevity

### Community Engagement

A collaborative partnership between the community and the Maplewood Police Department to develop solutions to problems.

### Accountability

The community can expect professional officers. Issues are addressed and improved on in a timely manner.

### Operational Effectiveness

"Efficiency is doing things right. Effectiveness is doing the right things." - Peter Drucker

### Leadership Development

Developing an inspirational culture which promotes recruitment and retention

*"Exemplary Service"*

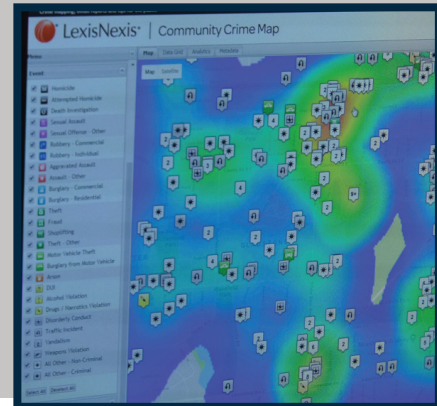


# Problem-Oriented Policing

Reduce crime and improve quality of life by collecting and analyzing data on crime and disorder patterns.

Utilize best practices for targeting

- Violent Crime
- Property Crime
- Quality of Life Issues
- Hot-Spot Crime Locations



Increase Proactive Enforcement

Utilize Problem-Oriented Policing

Maximize the use of Data and Technology

Partner with Multi-Family Housing Communities

Implement Crime Prevention Techniques

# Community Engagement

Involve community partners in policing efforts to provide successful communication of information, problem solving, and the sharing of responsibility for action and decision making.

- Public Safety Citizen's Academy
- Community Outreach Coordinator
- School Resource Officer
- Multi-Cultural Advisory Committee



Improve collaboration with community stakeholders

Continuous communication with the community

Provide transparent information regarding crime and department action

Continued engagement with the Multicultural Advisory Committee

Build relationships with underrepresented groups in our community



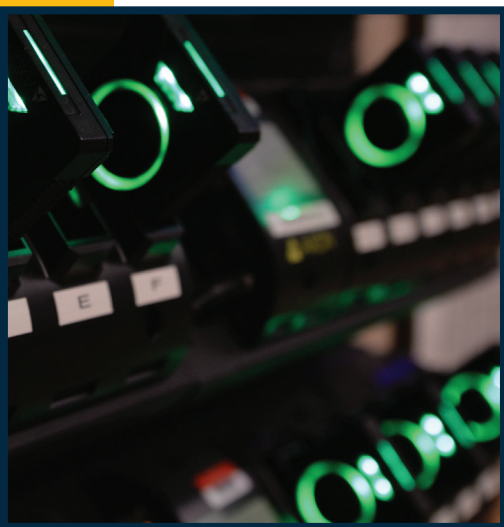
# Operational Effectiveness

The maximization of resources to improve our work quality, productivity, and the reduction of crime.

## Assess Agency Operations

A staffing study will assist in determining modifications for efficiency

- Staffing Modifications
- Training Plans
- Policy Review and Revision
- Technology Improvements
- Continuous Assessment of Equipment Needs



Improve Internal/External Communication

Update Facilities Functionality

Improve Report Writing

Examine Alternate methods of Reporting



# Employee Wellness

Policing is a difficult and stressful job. Studies have shown when officers' physical and mental health issues go unaddressed, they cannot adequately serve their community.

## Develop a model for career longevity

Physical fitness alone will not guarantee longevity. There are other aspects of wellness that should be met to help everyone throughout their career. A well-developed program could help mitigate the following issues:

- Anxiety, Depression, and PTSD
- Fatigue and Sleep Disorders
- Stress and Persistent Hypervigilance

We will continue a culture that prioritizes mental and physical wellness.



Improve Occupational Wellness

Improve Physical Wellness

Improve Emotional Wellness

Improve Financial wellness

Improve Resiliency

# Accountability

Assure department accountability to keep all personnel functioning properly and focused on the City and Department's mission, values, and goals.

## Transparency and Communication

The Maplewood PD strives to develop professional officers that deliver the highest level of service both morally and ethically to the community.

We are an organization that is continually learning and adapting to the needs of the community. It is our priority to maintain the safest community possible for our citizens and the actions we take to make this possible will continue to be communicated through multiple methods including those listed below.



## Compliance Checks

Embedded Social Worker  
Annual Report

Strategic Plan Review

Patrol Expectations

Improve Resiliency

Fair and Equitable Public Safety  
Traffic Stops

# Professional Development

Our police organization's leadership development plan is self-investment & planning for the future, immediate and distant.

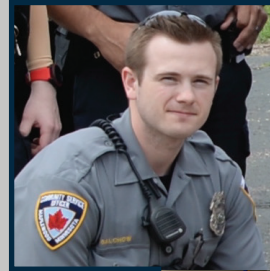
## Develop tomorrow's leaders today

Leadership is found at every rank and position in the organization. We will focus on preparing staff to deal with a variety of challenges through the following:

- Crisis Management
- Decentralized Command
- A Higher Level of Responsibility
- A Positive Organizational Culture

Our Strategic Plan will serve to maintain an organizational state of readiness, ensuring positions can be filled with ready, capable and effective leaders.

*Officer Connor Salchow is an example of leadership development. He started as a Community Service Officer. Through hard work, dedication and formal training, he earned a position as a fulltime sworn officer.*



**Utilize the Unique Skills and Talents of all Employees**

**Develop Talent to Succeed**

**Core Training Priorities**

**Assist with Goal Setting & Career Planning**

**Empower Leadership Development at All Levels**





MAPLEWOOD PUBLIC SAFETY  
1830 County Road B East  
Maplewood, MN 55109  
(651) 249-2600  
[MaplewoodPublicSafety.com](http://MaplewoodPublicSafety.com)

